



# Department of Defense **DIRECTIVE**

**NUMBER 1404.10**

**23 January 2009**

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**USD(P&R)**

**SUBJECT:** DoD Civilian Expeditionary Workforce

**References:** See Enclosure 1

**1. PURPOSE.** This Directive:

a. Reissues DoD Directive (DoDD) 1404.10 (Reference (a)) under a new title to establish the policy through which an appropriately sized subset of the DoD civilian workforce is pre-identified to be organized, trained, and equipped in a manner that facilitates the use of their capabilities for operational requirements. These requirements are typically away from the normal work locations of DoD civilians, or in situations where other civilians may be evacuated to assist military forces where the use of DoD civilians is appropriate. These employees shall be collectively known as the DoD Civilian Expeditionary Workforce. Members of the DoD Civilian Expeditionary Workforce shall be organized, trained, cleared, equipped, and ready to deploy in support of combat operations by the military; contingencies; emergency operations; humanitarian missions; disaster relief; restoration of order; drug interdiction; and stability operations of the Department of Defense in accordance with DoDD 3000.05 (Reference (b)).

b. Updates policies and responsibilities for the designation of part of the DoD Civilian Expeditionary Workforce using the existing category of Emergency-Essential (E-E) civilian employee positions, and establishes policies and responsibilities for the designation of part of the DoD Civilian Expeditionary Workforce using new categories of Non-Combat Essential (NCE) positions and Capability-Based Volunteers (CBVs) employees and former DoD employees. All four categories make up the newly designated DoD Civilian Expeditionary Workforce.

c. Supersedes any conflicting portions of other DoD issuances. Such instances shall be identified by the Heads of the DoD Components to the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

**2. APPLICABILITY.** This Directive applies to:

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a. OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

b. All appropriated and non-appropriated fund positions and DoD civilian employees of the DoD Components. Excludes dual status National Guard and Reserve Technicians and contractor employees.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy to:

a. Rely on a mix of capable military members and DoD civilian employees to meet DoD global national security mission requirements. DoD civilian employees are an integral part of the Total Force. They serve in a variety of positions, provide essential capabilities and, where appropriate for civilians to do so, support mission requirements such as combat, contingencies, emergency operations; humanitarian and civic assistance activities; disaster relief; restoration of order; drug interdiction; and stability operations of the Department of Defense, herein collectively referred to as “expeditionary requirements.”

b. Identify a subset of the DoD civilian workforce as the DoD Civilian Expeditionary Workforce. These civilian employees are organized, ready, trained, cleared, and equipped in a manner that enhances their availability to mobilize and respond urgently to expeditionary requirements. As practicable,

(1) To support workforce stability and deployment predictability, the timeframes during which the DoD Civilian Expeditionary Workforce is susceptible to expeditionary assignments will be designated in 6-month rotational periods. Tours will be determined through collaboration of the combatant commanders, career field managers, functional community managers, and civilian employees, as applicable. The portion of the DoD Civilian Expeditionary Workforce that is within the 6-month window of deployment susceptibility shall maintain full preparedness as trained, cleared, and ready.

(2) Individual deployment tours shall not exceed 2 years. Consecutive deployments should generally not be approved without at least a 90-day period of reintegration between deployments and assurance that medical clearance requirements are met.

c. Integrate DoD civilian workforce capabilities into DoD Total Force planning processes.

(1) Civilian manpower requirements shall be sourced and designated consistent with the manpower policy and procedures in DoD Instruction (DoDI) 1100.22 (Reference (c)).

(2) DoD civilian employees shall be included in the DoD Global Force Management process as set forth in the Strategic Planning Guidance (Reference (d)). Global Force Management Board recommendations and decisions and Global Force Allocation Management Plans shall reflect designation of DoD civilian employees as the preferred sourcing solution when appropriate for non-warfighting Combatant Command request for forces and requests for capabilities, and Joint Individual Augmentation requirements on Combatant Command Joint Manning Documents for recurring and emergent mission requirements.

d. Designate and annually review the DoD Civilian Expeditionary Workforce that will be coded as:

(1) Emergency Essential (E-E). A position-based designation to support the success of combat operations or the availability of combat-essential systems in accordance with section 1580 of title 10, United States Code (U.S.C.) (Reference (e)) and will be designated as Key in accordance with paragraph 4.d.(5).

(2) Non-Combat Essential (NCE). A position-based designation to support the expeditionary requirements in other than combat or combat support situations and will be designated as Key in accordance with paragraph 4.d.(5).

(3) Capability-Based Volunteer (CBV). An employee who may be asked to volunteer for deployment, to remain behind after other civilians have evacuated, or to backfill other DoD civilians who have deployed to meet expeditionary requirements in order to ensure that critical expeditionary requirements that may fall outside or within the scope of an individual's position are fulfilled.

(4) Capability-Based Former Employee Volunteer Corps. A collective group of former (including retired) DoD civilian employees who have agreed to be listed in a database as individuals who may be interested in returning to Federal service as a time-limited employee to serve expeditionary requirements or who can backfill for those serving other expeditionary requirements. When these individuals are re-employed, they shall be deemed CBV employees.

(5) Key Employees. DoD civilian employees in positions designated as E-E and/or NCE will be designated Key in accordance with DoDD 1200.7 (Reference (f)).

e. Notify applicants and DoD civilian employees when positions are designated E-E and/or NCE as part of the DoD Civilian Expeditionary Workforce.

(1) DoD Civilian Expeditionary Workforce positions should be pre-identified whenever practicable.

(a) Vacant E-E and NCE Positions. Applicants must sign the DD Form 2365, "DoD Civilian Expeditionary Workforce Agreement – Position Based," as a condition of employment. Job announcements and positions descriptions for such positions must contain a statement that the position is designated as E-E or NCE, that it is part of the DoD Civilian Expeditionary Workforce, and that a signature of the form is a condition of employment.

(b) Encumbered Positions. Management must give DoD civilian employees whose positions are identified as E-E or NCE as much notice as possible (generally not less than 90 calendar days advance notice of the E-E or NCE designation). The incumbents shall be asked to accept the new designation of the position as an E-E and/or NCE position, and if he or she does so, he or she will be required to sign the DD Form 2365 as a condition of continued employment. If an incumbent employee is unable or unwilling to accept such requirements, then every effort will be undertaken to reassign the employee to a different position (including a vacant position) if reasonably practicable, consistent with the needs of the DoD mission and approval of management.

(2) DoD civilian employees in E-E or NCE positions may be directed to accept deployment requirements of the position. However, whenever possible, the DoD Civilian Expeditionary Workforce will be asked to serve expeditionary requirements voluntarily. Management retains the authority to direct and assign civilian employees, either voluntarily, involuntarily, or on an unexpected basis to accomplish the DoD mission.

(3) CBVs agree to list their capabilities and skills in a database established by this Directive so that when an expeditionary requirement exists for a civilian employee with such skills, the employee can be contacted and asked to volunteer for such an assignment. There is no penalty for not agreeing to volunteer when asked to serve a specific expeditionary requirement. To ensure that CBVs are aware of the voluntary nature of their potential service and the readiness requirements, CBVs must sign a DD Form 2365-1, "DoD Civilian Expeditionary Workforce Agreement – CBV," when they first agree to be listed in the database. CBVs will receive training only after they sign this agreement.

(4) CBVs for the Defense Intelligence Components will be included in a classified Intelligence Community-wide database. USD(I) will establish a policy and process for access to the classified database to ensure that qualified DoD IC employees are considered for expeditionary assignments.

f. Utilize the DoD Civilian Expeditionary Workforce to meet expeditionary requirements within their employing Component and across the Department of Defense as directed by an authorized official (see Enclosure 2, paragraph 1.b.) whenever it is appropriate to use civilian employees in support of the military to meet those expeditionary requirements.

g. Establish metrics to measure and assess on a regular basis DoD Civilian Expeditionary Workforce readiness, to be known as the Expeditionary Workforce Deployment Index (DI) and Readiness Index (RI) based on the following factors:

(1) Employee Capabilities. Ensure DoD civilian employees have the related competencies, skills, abilities, medical, and psychological fitness to be successful in high pressure and austere operational environments; ability to work as part of an integrated team including military, contractor, Federal civilian, and foreign national personnel; a record of successful job performance to deliver results; and the highest professional and ethical behavior to maintain a deployment environment characterized by good order, discipline, and conduct.

(2) Training. Train, develop, and prepare civilian employees who are part of the DoD Civilian Expeditionary Workforce to meet expeditionary requirements and foreseeable risks they are likely to face in the theater of operations in accordance with DoDD 1400.31 (Reference (g)), DoDI 1400.32 (Reference (h)), and DoDD 1322.18 (Reference (i)). Training shall consist of:

(a) Initial orientation upon becoming part of the DoD Civilian Expeditionary Workforce, annual refresher training, pre-deployment (including theater-specific) training, as well as on the job training, and post-deployment reintegration training, as appropriate and practicable.

(b) Training on the use of any required specialized equipment needed for their specific missions such as vehicles and communication systems.

(c) Counseling on their legal status under the Uniform Code of Military Justice (Reference (j)) in accordance with Public Law 109-364 (2006) (Reference (k)), the Military Extraterritorial Jurisdiction Act under DoDI 5525.11 (Reference (l)), Secretary of Defense Memorandum (Reference (m)), and implementing regulations.

(d) Training in obtaining medical treatment and the related validating and administrative processing for those who have responsibilities for supporting wounded and injured civilians.

(e) Elements from the National Security Professional (NSP) training course to be selected based on relevance to DoD civilian expeditionary requirements and duties.

(f) Training for DoD civilian employees, supervisors, and managers on recognizing stress-related conditions that may result from serving expeditionary requirements.

(3) Medical and Psychological Fitness. The Department of Defense takes seriously the need to protect the health of deployed DoD civilian employees and to medically assess DoD civilian employees who serve expeditionary requirements.

(a) All DoD civilian employees who encumber an E-E or NCE position are required to have an annual health assessment to determine whether the employee is available for worldwide deployment. DoD civilian employees designated as CBVs and former DoD employees will undergo a health assessment to determine whether they can meet a specific expeditionary requirement.

(b) Force health protection pre- and post-health assessments shall be conducted for DoD civilian employees in accordance with DoDI 6490.03 (Reference (n)). Health assessment information shall be submitted to the Defense Medical Surveillance system.

(c) For DoD civilian employees covered by the Rehabilitation Act of 1973, as amended (section 791 through 794-d of title 29, U.S.C. (Reference (o))), an individualized assessment must be conducted to determine if the individual can perform the essential functions

of a DoD Civilian Expeditionary Workforce position with or without reasonable accommodations. For E-E or NCE positions, the ability to be deployed worldwide, including austere locations, is an essential condition of those positions. For CBV, the ability of an employee to perform the essential functions of the position in the relevant deployed environment must be assessed before he or she can be deployed or asked to stay behind when other civilians have evacuated.

(d) DoD civilian employees who become ill, contract diseases, or who are injured or wounded while deployed in support of U.S. military forces engaged in hostilities (see Glossary, “contingency operation”) are eligible for medical evacuation and health care treatment and services in military treatment facilities (MTFs) at no cost to the civilian employee and at the same level and scope provided to military personnel. The same system used to track active duty patients through the Military Health System shall be used to track DoD civilian employees injured in theater while forward deployed. Civilians will not be charged personal leave while undergoing therapy and/or rehabilitation due to a combat, combat support, duty related or non-duty related injury incurred during deployment after they return from deployment.

(e) Deployed DoD civilian employees who were treated in theater continue to be eligible for treatment in an MTF or civilian medical facility for compensable illnesses, diseases, wounds, or injuries under the Department of Labor Office of Workers’ Compensation Program (DOL OWCP) (Reference (p)) upon their return at no cost to the civilian employee. DoD civilian employees who deployed and are subsequently determined to have compensable illnesses, diseases, wounds, or injuries under the DOL OWCP programs also are eligible for treatment in an MTF or civilian sector medical facility at no cost to the civilian employee.

(4) Administrative Preparedness. The employing DoD Component shall provide the employees of the DoD Civilian Expeditionary Workforce with a valid Official Passport, Common Access Card, Geneva Conventions Identification Card, and required security clearances, when appropriate. DoD civilian employees who are part of the DoD Civilian Expeditionary Workforce are required to maintain:

(a) Current and valid administrative documents and clearances.

(b) Current Family Care Plans.

h. Establish the appropriate level of deployment strength for each functional community to ensure an adequately sized DoD Civilian Expeditionary Workforce, considering E-E, NCE, and CBV designations.

i. Support and recognize the DoD Civilian Expeditionary Workforce.

(1) When a DoD civilian employee who is part of the DoD Civilian Expeditionary Workforce is required to deploy away from his or her normal work location, he or she shall be released and allowed to deploy in a timely fashion to meet an expeditionary requirement unless there is a significant negative impact on the mission of his or her home unit. Those who are reassigned from their normal position to serve expeditionary requirements will be granted the

right to return to the positions they held prior to their deployment or to a position of similar grade, level, and responsibility within the same local organization, regardless of the length of deployment. There shall be no retaliation because of an employee's expression of interest in serving an expeditionary requirement or because of such service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.

(2) DoD civilian employees shall be treated with high regard as an indication of the Department's respect for those who serve expeditionary requirements. Their service and experience shall be valued, respected, and recognized as career enhancing.

(3) Families of deployed DoD civilian employees shall be supported and provided with information on benefits and entitlements, and issues likely to be faced by the employee during and upon return from a deployment.

(4) DoD civilian employees who meet the requirements are eligible for the Secretary of Defense Medal for the Global War on Terrorism (GWOT). Other civilian awards and recognition may be appropriate in accordance with USD(P&R) Memorandum (Reference (q)).

j. Track and account for DoD civilians, including their daily locations, who are deployed to assigned positions or unclassified temporary requirements in accordance with References (h) and (n). A Request for Personnel Action is required to document all unclassified civilian deployments.

5. RESPONSIBILITIES. See Enclosure 2.

6. INFORMATION REQUIREMENTS

a. The Heads of the DoD Components shall:

(1) Collect data on E-E, NCE, and CBV civilian employees. See Enclosure 3 for reporting instructions, and DoDI 1444.2 (Reference (r)).

(2) Submit data in automated format to the USD(P&R), in accordance with Reference (r). The Report Control Symbol is DD-PER(qrm) 1458.

b. The Defense Intelligence Components are required to collect but not report data, as prescribed in paragraph 6.a.(2). This data shall be held at the agency, and information shall be made available on request to the USD(P&R). Information collection shall be accomplished in accordance with DoDI 8910.01 (Reference (s)).

7. RELEASABILITY. UNLIMITED. This Directive is approved for public release and is available on the Internet from DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.



8. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England  
Deputy Secretary of Defense

Enclosures

1. References
  2. Responsibilities
  3. Automation Instructions and Coding Description
- Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 1404.10, "Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees," April 10, 1992 (hereby canceled)
- (b) DoD Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005
- (c) DoD Instruction 1100.22, "Guidance for Determining Workforce Mix," September 7, 2006
- (d) Strategic Planning Guidance (SPG) FY 2006-2011, March 1, 2004
- (e) Sections 101(a)(4), 101(a)(13), 688, 1580, 12301(a), 12302, 12304, and 12406, and Chapter 15 of title 10, United States Code
- (f) DoD Directive 1200.7, "Screening the Ready Reserve," November 18, 1999
- (g) DoD Directive 1400.31, "DoD Civilian Work Force Contingency and Emergency Planning and Execution," April 28, 1995
- (h) DoD Instruction 1400.32, "DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures," April 24, 1995
- (i) DoD Directive 1322.18, "Military Training," January 13, 2009
- (j) Sections 801 through 946 of title 10, United States Code (Uniform Code of Military Justice)
- (k) Public Law 109-364, "John Warner National Defense Authorization Act for Fiscal Year 2007," October 17, 2006
- (l) DoD Instruction 5525.11, "Criminal Jurisdiction Over Civilians Employed By or Accompanying the Armed Forces Outside the United States, Certain Service Members, and Former Service Members," March 3, 2005
- (m) Secretary of Defense Memorandum, "UCMJ Jurisdiction Over DoD Civilian Employees, DoD Contractor Personnel, and Other Persons Serving With or Accompanying the Armed Forces Overseas during Declared War and in Contingency Operations," March 10, 2008
- (n) DoD Instruction 6490.03, "Deployment Health," August 11, 2006
- (o) Sections 791 through 794d of title 29, United States Code ("The Rehabilitation Act of 1973, as amended")
- (p) "Department of Labor Office of Workers' Compensation Program (DOL OWCP)," Sections 8101 through 8173 of title 5, United States Code
- (q) Under Secretary of Defense for Personnel and Readiness Memorandum, "Secretary of Defense Medal for the Global War on Terrorism," August 9, 2007, as amended by Under Secretary of Defense for Personnel and Readiness Memorandum, "Secretary of Defense Medal for the Global War on Terrorism-Change 1," April 7, 2008
- (r) DoD Instruction 1444.2, "Consolidation of Automated Civilian Personnel Records," September 16, 1987
- (s) DoD Instruction 8910.01, "Information Collection and Reporting," March 6, 2007
- (t) DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007
- (u) DoD 5400.11-R, "Department of Defense Privacy Program," May 14, 2007
- (v) DoD 6025.18-R, "DoD Health Information Privacy Regulation," January 24, 2003
- (w) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (x) Section 2105 of title 5, United States Code

ENCLOSURE 2

RESPONSIBILITIES

1. USD(P&R). The USD(P&R) shall:

a. Manage and oversee implementation of this Directive; develop policy and implement procedural guidance for DoD Civilian Expeditionary Workforce designation and utilization.

b. Execute the delegated authority from the Secretary of Defense for the mandatory use of DoD Civilian Expeditionary Workforce positions designated as E-E and NCE to meet validated DoD mission requirements outside a designated DoD civilian employee's employing DoD Component through the Secretary of Defense Operations Book (SDOB) process.

c. Authorize the voluntary use of the DoD Civilian Expeditionary Workforce to meet validated DoD mission requirements outside a designated DoD civilian employee's employing DoD Component. Normally, this will be done through the SDOB process.

d. Ensure that the requirement to use E-E and NCE Civilian Expeditionary Workforce positions and DoD civilian employee CBVs to meet expeditionary requirements outside a DoD civilian employee's employing Component is validated with the employing DoD Component, the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commands, and the Office of the Deputy Under Secretary of Defense (Civilian Personnel Policy) (DUSD(CPP)) through the SDOB or other process.

e. Ensure that the collection, use, and release of personally identifiable information (PII) about individuals participating in the Civilian Expeditionary Workforce complies with DoDD 5400.11 (Reference (t)) and DoD 5400.11-R (Reference (u)).

f. Ensure that the collection, use, and disclosure of protected health information (PHI) about individuals participating in the Civilian Expeditionary Workforce complies with DoD 6025.18-R (Reference (v)).

g. Develop guidance and standards to meet the training requirements under this Directive for the DoD Civilian Expeditionary Workforce and their families, supervisors, military and DoD civilian personnel, and human resources personnel.

2. DEPUTY UNDER SECRETARY OF DEFENSE FOR READINESS (DUSD(R)). The DUSD(R), under the authority, direction, and control of the USD(P&R), shall:

a. Ensure that deployment orders recommended for inclusion in the SDOB reflect DoD civilian employees as a sourcing solution consistent with mission requirements.

b. Include the DUSD(CPP) in the USD(P&R) SDOB review process and quarterly Global Force Management Board deliberations with the Secretary of Defense to ensure the appropriate utilization of the DoD Civilian Expeditionary Workforce in meeting expeditionary requirements.

3. DUSD(CPP). The DUSD(CPP), under the authority, direction, and control of the USD(P&R), shall:

a. Serve as a member of the Global Force Management Board and Joint Individual Augmentation Sourcing Board to ensure the maximum utilization of the DoD civilian workforce for DoD expeditionary requirements.

b. Serve as a member of the U.S. Joint Forces Command and other Joint Staff working groups to provide advice and maximize utilization of DoD civilian workforce in operational planning and for service in expeditionary operations.

c. Ensure Combatant Command civilian human resources advisors are appointed, trained, and prepared to competently advise Combatant Commanders on the maximum utilization of DoD civilians in operational planning and for service in expeditionary operations.

d. Maintain the DoD Civilian Expeditionary Workforce designations in the Defense Civilian Human Resources Database and maintain a database of current DoD Civilian Employees who volunteer to be CBVs. Ensure the data integrity and reliability of these databases so that they may be used to identify expeditionary sourcing capabilities and functional community deployment strength.

e. Direct the centralized civilian sourcing and management of the DoD Civilian Expeditionary Workforce, including DoD civilian employees deployed in support of expeditionary requirements, to:

(1) Serve as the resource to the Joint Staff (J-3 and J-1) and the U.S. Joint Forces Command to identify sourcing solutions from within the DoD Civilian Expeditionary Workforce in coordination with DoD Component representatives, including Functional Community Managers, during deliberations for force or individual capability requests on Joint Manning Documents, rotational forces requests, and emergent requests for forces to support expeditionary operations.

(2) Establish and monitor the Expeditionary Workforce Deployment Index (DI) and Readiness Index (RI) and recommend mitigating actions to ensure the readiness of the DoD Civilian Expeditionary Workforce.

(3) Develop and/or identify appropriate training to meet the RI requirements and other training requirements for families of deployed civilians, supervisors, managers, and employees under this Directive for the DoD Civilian Expeditionary Workforce.

(4) Serve as a principal resource for DoD Components to market and recruit for expeditionary opportunities, and to assist DoD civilians during preparation for, during, and following expeditionary service.

(5) Maintain the Capability-Based Former Employee Volunteer Corps database and ensure the readiness of the Capability-Based Former Employee Volunteer Corps. Former DoD civilian employees (including retirees) who agree to be part of the Capability-Based Former Employee Corps will be tracked through the Defense Manpower Data Center.

4. UNDER SECRETARY OF DEFENSE (COMPTROLLER) (USD(C))/CHIEF FINANCIAL OFFICER (CFO), DEPARTMENT OF DEFENSE (USD(C)/DoD CFO). The USD(C)/DoD CFO shall:

a. Establish DoD policy and guidance regarding funding for the support and utilization of the DoD Civilian Expeditionary Workforce.

b. Ensure each DoD Component establishes policies and procedures so all organizations within the Component have access to adequate resources to support the additional pay, allowances, medical requirements, and travel of civilians deploying as part of the DoD Civilian Expeditionary Workforce.

c. Work with Components to ensure that funds are realigned appropriately for civilian expeditionary operations.

d. Work with Components to ensure civilian personnel costs are collected and reported as part of contingency operations.

5. HEADS OF THE DoD COMPONENTS. The Heads of the DoD Components shall:

a. Implement the policies in this Directive.

b. Maintain a subset of their civilian employees (per DoDD 5124.02 (Reference (w))) that is organized, trained, and equipped in a manner that facilitates the use of their capabilities for operational requirements away from their normal work locations, or in situations where other civilians may be evacuated, to be known as the DoD Civilian Expeditionary Workforce.

c. Identify and designate positions as E-E, NCE, and DoD civilian employee volunteers as CBVs. Ensure employees are provided the opportunity to identify their capabilities that may or may not be related to their current position to support expeditionary requirements.

d. Plan, program, and budget for Civilian Expeditionary Workforce Requirements.

e. Ensure there is an adequate number of trained, cleared, and ready DoD civilian employees to serve in the DoD Civilian Expeditionary Workforce. Maintain and monitor the Deployment Index and Readiness Index for their respective DoD Component.

f. Authorize members of the Civilian Expeditionary Workforce to serve validated mission requirements of the DoD Component.

g. Review all civilian positions in their respective Component at least annually and, whenever recruitment is initiated, determine the need or continuing need to designate a position as E-E and NCE.

(1) Alternates should be identified for all positions, vacant or filled, to perform duties of vacant E-E and NCE positions, and as appropriate, those encumbered E-E and NCE positions in which the incumbents are unable to perform all of the required duties.

(2) Limit, to the degree practicable, situations where DoD civilian employees must be directed to perform in E-E and NCE positions on an involuntary or unexpected basis.

h. Ensure personnel of the DoD Civilian Expeditionary Workforce within their respective Component are trained, cleared, and ready to meet relevant expeditionary requirements.

i. Provide specified training as outlined in References (g), (h), and (i) and this Directive for the DoD Civilian Expeditionary Workforce, families of deployed civilians, supervisors, managers, and employees within their respective DoD Components.

j. Fully support deployed DoD civilian employees and their families prior to deployment, during deployment, and following deployment assignments. Ensure deployed civilians are informed of their Human Resource point of contact and have a home station sponsor to assist them and their families prior to and during deployments.

k. Ensure all force health protection measures in Reference (n) are applied to DoD civilian employees from their respective Component serving expeditionary requirements. Establish a system of accountability or mechanism for oversight of the pre- and post-deployment health assessment requirements.

l. Identify Civilian Human Resource offices and/or personnel with expertise for processing DoD civilian employees from their respective Component for civilian expeditionary workforce requirements.

m. Identify and maintain cognizance of the issues and shortfalls expressed by DoD civilian employees from their respective Component assigned to expeditionary requirements and undertake remedial actions. Take corrective actions necessary to ensure that the elements of the DoD Civilian Expeditionary workforce within their respective Components are trained, cleared, and ready to meet expeditionary requirements.

n. Ensure all appropriate collective bargaining obligations are observed.

o. Once authorized by the Secretary of Defense, facilitate matching Civilian Expeditionary Workforce E-E and NCE members to support DoD expeditionary requirements.

p. At least annually, review the CBV database to ensure it accurately documents the DoD civilian employee volunteers from their respective Component.

6. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Include the DUSD(CPP) in all phases of the Global Force Management process, as appropriate, to ensure DoD civilians are identified as a sourcing solution, consistent with mission requirements.

b. Update all Joint Staff relevant publications on the Global Force Management processes to ensure a Total Force planning effort and that DoD civilian employees are included as a source of capabilities in the planning and sourcing requirements.

c. Include the DUSD(CPP) on the Joint Manning Validation Boards and in the SDOB process to ensure that DoD civilian human resources perspectives are considered.

7. COMMANDERS OF THE COMBATANT COMMANDS. The Commanders of the Combatant Commands, through the Chairman of the Joint Chiefs of Staff, shall:

a. Establish and communicate DoD civilian expeditionary requirements across the spectrum of military operations to the DoD Components.

b. Maintain expert civilian human resources and manpower advisors on their staffs for the purpose of supporting the development of civilian requirements within operational theater plans and manning documents.

c. Include the Civilian Human Resources Advisor in the Global Force Manning Process and other planning processes to ensure DoD civilian employees are appropriately included in sourcing expeditionary requirements.

d. Expeditiously issue theater admission requirements for civilians.

e. Include summaries of civilian work force status in their respective situation reports.

f. Ensure all operational plans, joint manning documents, and individual augmentee requirements incorporate support by DoD civilian employees to the maximum extent, consistent with guidance provided by the Combatant Commander Human Resources Advisor.

8. COMMANDER, U.S. JOINT FORCES COMMAND (USJFCOM). The Commander, USJFCOM, in coordination with the Chairman of the Joint Chiefs of Staff, shall:

a. Ensure, as the Joint Force Provider for the DoD Civilian Expeditionary Workforce, that DoD civilian employees are identified as a sourcing solution where and when appropriate consistent with mission requirements.

b. Include the DoD Readiness Unit in all sourcing solution deliberations with Component representatives.



ENCLOSURE 3

AUTOMATION INSTRUCTIONS AND CODING DESCRIPTION

1. Data on E-E, NCE, and CBV employees is reportable as part of the existing requirement for consolidation of automated civilian personnel records (Reference (r)).
2. The record field used for collection of this data shall be called "Civilian Expeditionary Workforce agreement flag."
3. Overseas Civilian Expeditionary Workforce agreement flag shall be data element number 55 and shall be submitted in position 159 of the automated tape submission sent to the DMDC quarterly, in accordance with Reference (r).
4. Data shall be submitted in master and transaction automated files each quarter.
5. Updated overseas Civilian Expeditionary Workforce agreement flag data shall remain associated with all active individual employee records.
6. Coding description: Reference (r). DD Forms 2365, 2365-1, and 2365-2 will be provided in the DoDI that will implement this Directive.

TITLE: Civilian Expeditionary Workforce Agreement Flag

Data element number    55 Civilian Expeditionary Workforce agreement flag  
Submission position    159 (a one-position numeric field)

CODING	DESCRIPTION
1	The employee is in an E-E or NCE position and has signed the position agreement (DD Form 2365) to remain overseas or to deploy from their permanent duty station to support combat operations or the availability of combat-essential systems.
2	The employee is in an E-E or NCE position and has not signed the position agreement (DD Form 2365).
3	The employee is assigned as Alternate E-E or NCE and has signed the position agreement (DD Form 2365).

CODING	DESCRIPTION
4	The employee is assigned as Alternate E-E or NCE and has not signed the position agreement (DD Form 2365).
6	The employee, a Capability-Based Volunteer (CBV), agrees to list his or her capabilities in a database when there is an expeditionary requirement that may fall outside or within the scope of assigned positions, or positions for which they might qualify. They can be contacted and asked to volunteer; DD Form 2365-1 agreement signed.
7	The employee is a capability-based former employee volunteer and has agreed to be listed in a database as an individual who may be interested in returning to Federal service as a time-limited employee to serve expeditionary requirements or who can backfill for those serving other expeditionary requirements, and has signed DD Form 2365-2.
0	The employee does not occupy an E-E position, nor is the employee a designated alternate to perform the duties of an E-E position.

## GLOSSARY

### DEFINITIONS

These terms and their definitions are for the purpose of this Directive.

Capability-Based Former Volunteer Corps. Former DoD civilian employees with career status and reappointment eligibility, or retired DoD civilian employees with eligibility to be appointed as a reemployed annuitant, who have expressed an interest in being considered for reemployment on a temporary basis to either respond to an expeditionary requirement or a backfill job requirement.

capability-based volunteer (CBV). An employee who may be asked to volunteer for deployment, to remain behind after other civilians have evacuated, or to backfill other DoD civilians who have deployed to meet expeditionary requirements in order to ensure that critical expeditionary requirements that may fall outside or within the scope of an individual's position are fulfilled.

contingency operation. A military operation that (a) is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or (b) results in the call or order to, or retention on, active duty of members of the uniformed services under section 688, 12301(a), 12302, 12304, 12406, or chapter 15 of Reference (e), or any other provision of law during a war or during a national emergency declared by the President or Congress.

continuity of operations. The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy. It includes the functions and duties of the commander, as well as the supporting functions and duties performed by the staff and others acting under the authority of the commander.

deployment. Either temporary reassignment or the requirement to stay in place to support contingency operations.

deployment index. The percentage of available DoD Civilian Expeditionary Workforce positions and DoD civilian employee CBVs within designated career groups as determined by validated requirements from Combatant Commands and/or other authorities directing DoD missions and informed by the Functional Community Managers.

direct support. Services provided to participating military activities or armed forces in a military operation awarded the GWOT Expeditionary Medal or in other similar operations for which a separate military campaign medal was awarded to military personnel only if the employee actually enters the designated area of eligibility.

DoD civilian employee. An individual meeting the definition of “employee” under section 2105 of title 5, U.S.C., (Reference (x)) as well as employees of DoD Non-Appropriated Fund Instrumentalities (NAFIs) paid for from Non-Appropriated Funds (NAFs). This includes DoD civilian employees filling full-time, part-time, intermittent, or on-call positions. Excludes dual status National Guard and Reserve Technicians and contractor employees.

DoD Civilian Expeditionary Workforce. A subset of the DoD civilian workforce that is to be organized, trained, cleared, and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the DoD mission.

DoD Civilian Retired Corps. Retired DoD civilian employees with eligibility to be appointed as a reemployed annuitant, who have expressed an interest in being considered for reemployment on a temporary basis to either respond to an expeditionary requirement or a backfill job requirement.

Emergency-Essential (E-E). A position-based designation to support the success of combat operations or the availability of combat-essential systems in accordance with section 1580 of Reference (e).

expeditionary. DoD civilians required either to remain at their assigned station after other civilians have evacuated or to deploy away from their assigned station to fulfill the requirements resulting from their E-E, NCE, or CBV mission requirements.

Global War on Terror (GWOT). The type of operational activity that the President or the Secretary of Defense approve to prevent or respond to life-threatening acts that are a violation of the criminal laws of the United States or of any State and appear to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

GWOT Medal. Medal awarded to DoD civilian employees, who, on or after September 11, 2001, to a date to be determined by an authorized official, participate abroad in a GWOT operation in a location approved for award of the military GWOT Expeditionary Medal or similar operation for which a separate military GWOT campaign medal was awarded. DoD civilian employees must be engaged in direct support for 30 consecutive days in an area of eligibility in a military operation (or the full period when the operation is of less than 30 days duration), for 60 non-consecutive days in an area of eligibility provided this support involves the employee entering the area of eligibility, or, regardless of time, be killed or medically evacuated from the area of eligibility while providing direct support to the operation. Eligibility criteria for the GWOT medal are aligned as closely as practicable with the GWOT Expeditionary Medal criteria awarded to active duty military personnel or other similar military medals awarded for GWOT-specific campaigns. Under no circumstances are personnel in the United States eligible for the medal.

Non-Combat Essential (NCE). A position-based designation to support the expeditionary requirements in other than combat or combat support situations.

Readiness Index (RI). The percentage of the DoD Civilian Expeditionary Workforce who have met the applicable medical, dental, and physical; performance and conduct; initial, annual, and pre-deployment training; clearance; administrative; and competency requirements.

Secretary of Defense Operations Book (SDOB). Book prepared by the Joint Staff that briefs the Secretary of Defense via an established process to obtain approval on proposed orders authorizing the execution of military operations, directing the attachment of forces, authorizing supplemental rules of engagement that require Secretary of Defense approval, or modifying decisions in previously approved orders.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

trained, cleared, and ready. A status of civilian employees who have met all prescribed readiness requirements. These include, but are not limited to, training, administrative, medical, financial, and security clearance requirements.

Total Force. The organizations, units, and individuals that comprise the DoD resources for implementing the National Security Strategy. It includes DoD Active and Reserve Component military personnel, military retired members, and DoD civilian personnel (including non-appropriated fund employees).

U.S. Armed Forces. Defined in section 101(a)(4) of Reference (e), except that it excludes the United States Coast Guard for the purpose of this Directive (unless it is operating as a service in the Navy).